SECTION 4

Core problem:

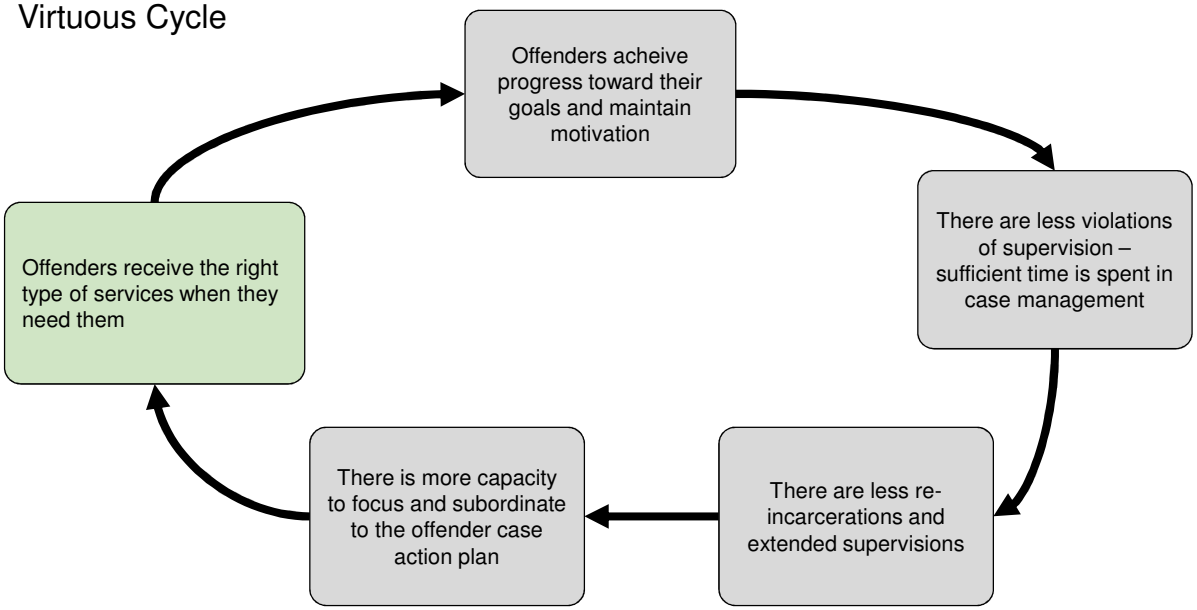
We are not providing the right services in the right amount at the right time

Direction of solution:

Implement a clear re-entry operational plan (subordinate to the offender case action plan) to provide the right services in the right amount at the right time

GOMB

Virtuous Cycle



SECTION 5

Achieve the Goal by Managing the FLOW of Work

SECTION 5

Flow:

The action of something moving from one place to another
In a steady, continuous stream

SECTION 5

Improved Flow = Value

- Quality
- Capacity/Time
- Reliability

GOMB

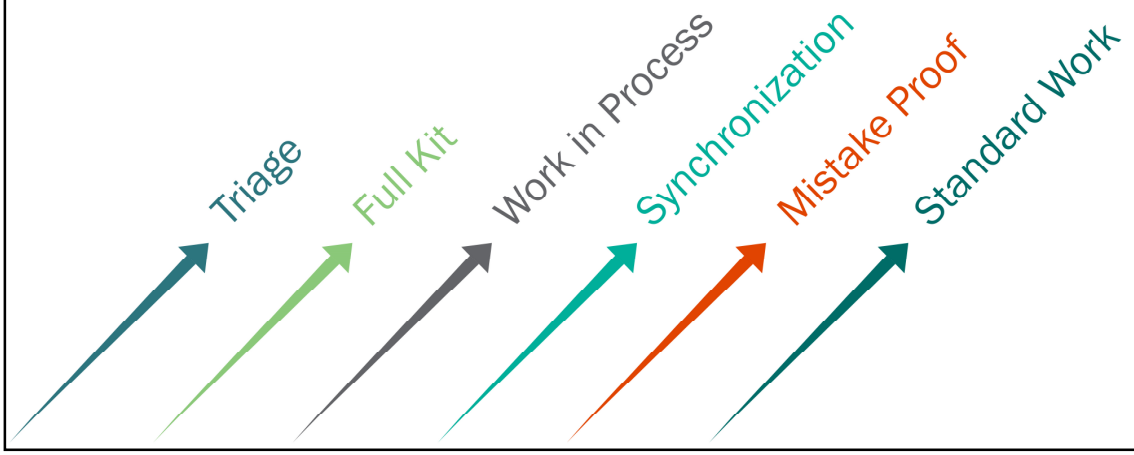
Have you ever...

- Been assigned work that should have gone to somebody else?
- Been given multiple assignments or tasks with no clear order of priority?
- Been given an assigment without clear instructions or requirements to do the work?
- Had a hard time focusing on completing an assignment because you have too much other work on your plate?
- Waited on other people or management approvals so you can complete an assignment?
- Had to do re-work because you didn't get it right the first time?
- Come into work early or stayed late to complete an important project or task?
- Worked hard all day but felt like little was accomplished?

GOMB

SECTION 5

Rules of Flow and Quality



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Triage: A screening activity *(determines if work should enter the system)* that assigns a priority or category of work

Key questions:

- What criteria is used to screen incoming work to make sure it is appropriate to enter the system?
- What resources are used to perform the triage function?
- Is work assigned a priority level or is it "first in first out"?
- Can some incoming work be diverted, expedited or completed faster? "one and done"

Full Kit: Having everything required to complete task or start a project

Key questions:

- Does each step or milestone in your process flow have clear full-kit requirements?
- Are full-kit requirements documented and accessible?
- What type of controls are in place to ensure quality and consistency?

SECTION 5

Work in Process (WIP): The total amount of work in a system that has been started and is waiting for completion

Key questions:

- What is the "ideal" amount of work in process for your system and staff?
- What mechanism ensures that staff have the right amount of work to avoid bad multitasking?
- Do you have a backlog strategy in place to handle sudden increases in demand?

Synchronization: Aligning and pacing work based on system-level priorities

Key questions:

- What should all the resources in a system subordinate to? *(targeted completion date, priority, risk-level, etc.)*
- What is the early warning mechanism when work *(customers, projects, tasks)* are not progressing adequately?
- When targeted time frames are not met, what are the main causes? (lack of needed resources, etc.)

SECTION 5

Synchronization is critical when multiple resources work together

For example, hospital staff should synchronize around the patient's targeted discharge date

- General practitioner
- Cardiologist
- Anesthesiologist
- Nurse
- Respiratory therapist
- Physical therapist
- CNA
- Social worker

SECTION 5

Ferrari F1 Perfection

Mistake Proofing: Pro-actively eliminating causes of rework

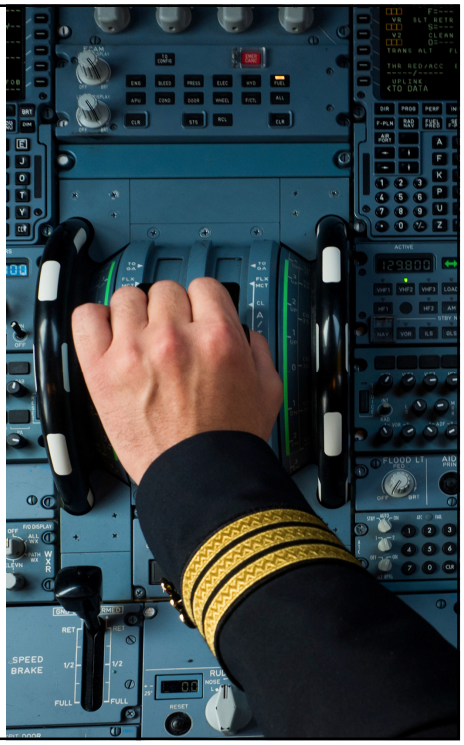
Key questions:

- What are the most common types of errors or quality problems in your system?
- What is causing these issues to occur?
- What can be done "up-stream" to build in quality and avoid re-work?
- Can back-end quality control or inspection activities be decreased if quality issues are eliminated?

Standard Work: A documented process or procedure for an important function or task that requires consistency

Key questions:

- What processes in your system require a standard of work?
- What mechanisms are in place to know if the standard is consistently followed?
- Are there periodic checks to determine if standards need to be improved or revised?



FITT: (Frontloading, Intensity, Time and Type) Subordinating case management services to the needs of the individual or family

Key questions:

- Are services available when they are needed by the individual or family?
- Do case action plans have clear milestones and due dates?
- Do you intervene early when there is a lack of progress?

FITT: AP&P Pilot

CONCEPT	EXAMPLE
FRONTLOADING (start ASAP)	Plan developed within 5 days of jail release
INTENSITY (the degree, depth, or concentration)	80 hours of dosage within 120 days
TIME (the duration, length, or timing)	Early successful termination
TYPE (the nature, content, or substance)	Evidence based practices to reduce risk

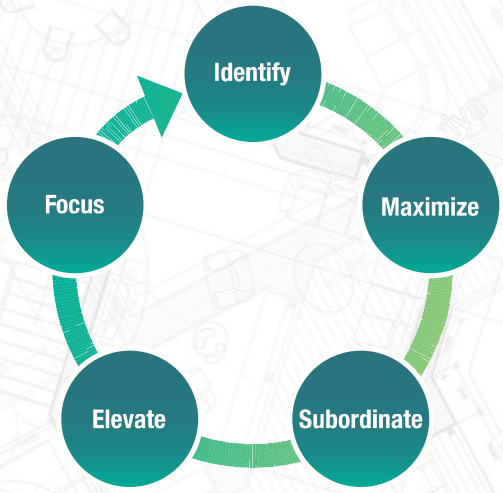
SECTION 5

Improvement Tool

A **system map** is a one-page blueprint of all the important parts of a system

A system map portrays how we want a system to perform – its "ideal state"

It helps to design and operationalize the direction of your solution



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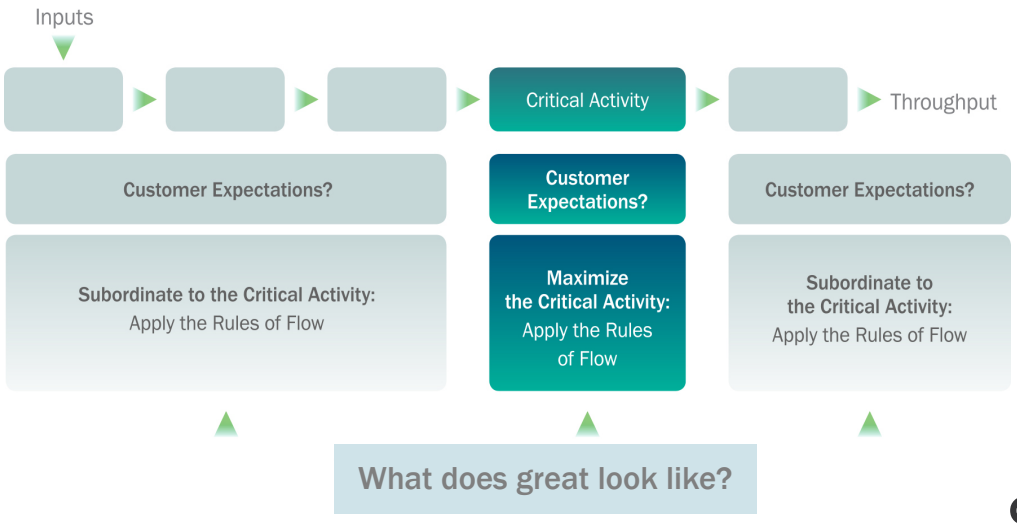
SECTION 5

System Name:

System Goal/Target:



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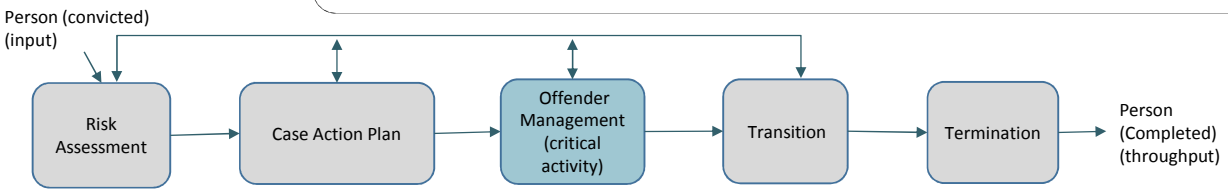
SECTION 5

The System Critical Activity

- The system critical activity sets the pace of work for all other functions in the system
- A system cannot generate more throughput than the critical activity is able to produce – it has the biggest impact on system performance
- It is usually the reason the system exists, or what the customer is most interested in
- It is typically completed by a highly skilled resource or activity - that takes time to gain expertise

Department of Corrections Re-entry System

Goal: We help people return to the community successfully.
Ambitious target: Early successful termination for every person on probation or parole
Direction of the solution: The right services are provided in the right amount at the right time. (We have a clear re-entry operational plan.)



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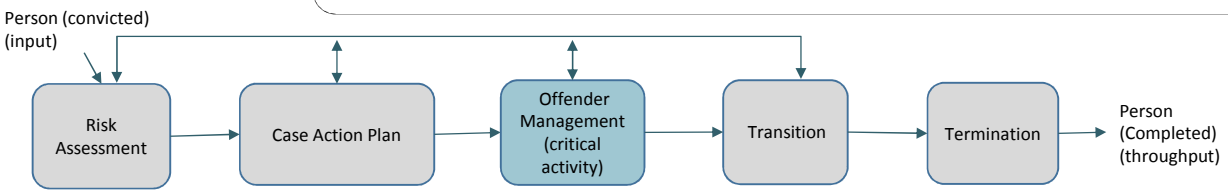

Offender Expectations: I have a clear/individualized roadmap to attain success and never return. My barriers are identified and I know what I need to do to be successful. I feel that the staff care about me, are knowledgeable and together we develop rapport and trust. Understand the staff role, understand my role. Know I'll have good days and bad days but with persistence I will change for the better. Feel safe. **Know I have a plan that will help me be successful and understand the services/resources that are available to help me.** Treated like a human and treated fairly. All needed services are available where I'm housed. Success is recognized and rewarded. After I successfully complete the sentence I have a vision/goals for my future. An aftercare plan is established and warm handoffs are provided to the community resources. I'm successful and have the skills/resources to live safe and crime free. My success gives me the opportunity to help other offenders be successful.

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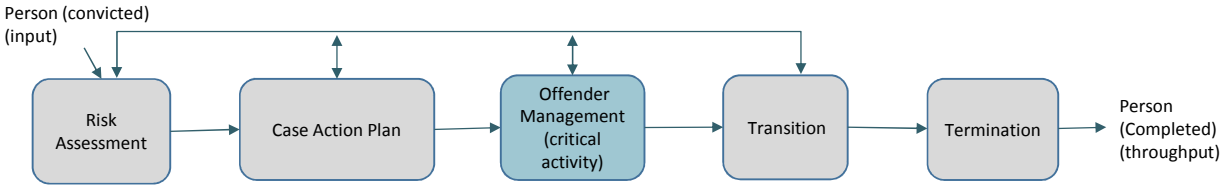

What Great Looks Like Before The Critical Activity

Apply Rules of Flow:

- Triage: The risk assessment is valid and conducted with fidelity.
- **FITT: The staff person that does the risk assessment and CAP stays with that offender to implement the plan.**
- **FITT, frontloading. For probation the risk/clinical assessment and CAP is completed in jail. For offenders who don't go to jail the plan is completed 5 days after conviction. In prison the risk/clinical assessment and CAP is completed 14 days after entry.**
- **FITT, type. The dosage amount for each risk level is defined and noted in the CAP and a menu of services are defined to deliver the dosage.**
- Mistake proof: Quality check mechanism is in place for the risk/clinical assessment and CAP to ensure fidelity.
- **Work in Process (WIP): A mechanism is in place to assign each staff person their ideal amount of work. A mechanism (milestone management system) is in place to ensure offenders have an ideal number of activities/milestones to work on at one time.**
- Full kit: There's a complete menu of available services for the staff/offender to choose from.
- Standard work: Standard operating procedures for staff are easy to understand and implement.

Department of Corrections Re-entry System

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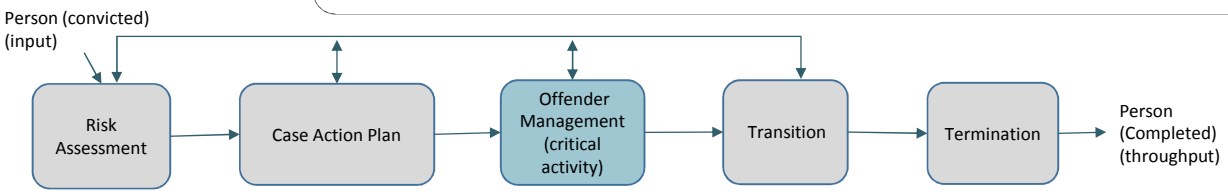

What Great Looks Like At The Critical Activity

Apply Rules of Flow:

- **FITT:** In prison the programming sergeant and offender management coordinator work together to help the offender implement the plan. They meet together monthly with the offender to discuss plan progress. **Intensity/Time: In prison, address offender needs as soon as possible, set ambitious activity/milestone target dates and design plan to meet those dates. Type: Services deliver the right amount of dosage at the right time and are evidence based and proven effective.** Providers deliver services with fidelity and objective criteria are in place to evaluate service quality**. Housing assignments support the plan. Incentives/sanctions** are paired with interventions.
- **Synchronization:** There is a mechanism/incentives to synchronize services among all system entities to meet activities/milestones target completion dates. The right person is provided the right service at the right time. **In prison the plan activities/milestones are synchronized to meet the release date with earned time credits. In probation and parole the plan is synchronized to meet the early successful termination date.**
- **Milestone management is implemented to track plan activities/milestones progress to achieve target completion dates and are tracked in a visual dashboard with early warning indicators so staff/supervisors can take action to meet target dates. Dosage is identified and tracked for each activity/milestone. Services that delay activities/milestones are identified and improved.**
- Full kit: All services are available. Each objective in the CAP is full kitted for the offender meaning all information to participate in an activity is defined.
- Standard work: Staff have necessary templates and check lists to help them deliver services and monitor client progress.
- **Blue light: Staff have more quality time to discuss plan progress with offender to improve communication and address issues.**

Department of Corrections Re-entry System

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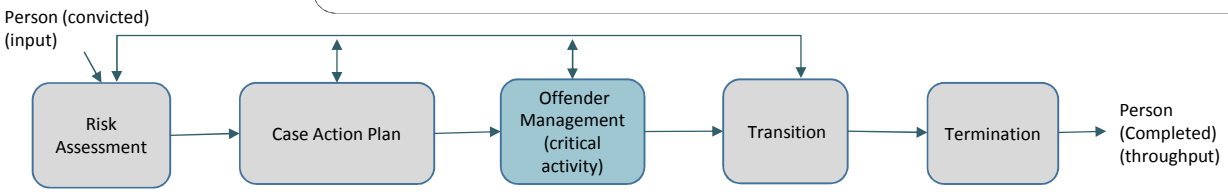


What Great Looks Like After The Critical Activity

Apply Rules of Flow:

- **Full kit/standard work: In prison, a transition meeting is held with the programming sergeant, OMC, Re-entry agent, parole agent, offender and family; 90, 60, 30 days before release and day of release to build the full kit re-entry plan. Medical staff and therapists are included as needed to ensure continuity of care from prison to the community. Community resources are included as needed**. There's an expedited re-entry process for earned time credit releases. A re-entry process and full kit is also defined for probation and community correctional centers.
- **FITT. Success at termination is defined as completing the key CAP elements and achieving at minimum a 15% reduction in risk score for the big 4 criminogenic factors.**
- FITT. After termination an aftercare plan is in place with community resources and appointments scheduled to assist people with issues and concerns to help them live meaningful crime free lives.

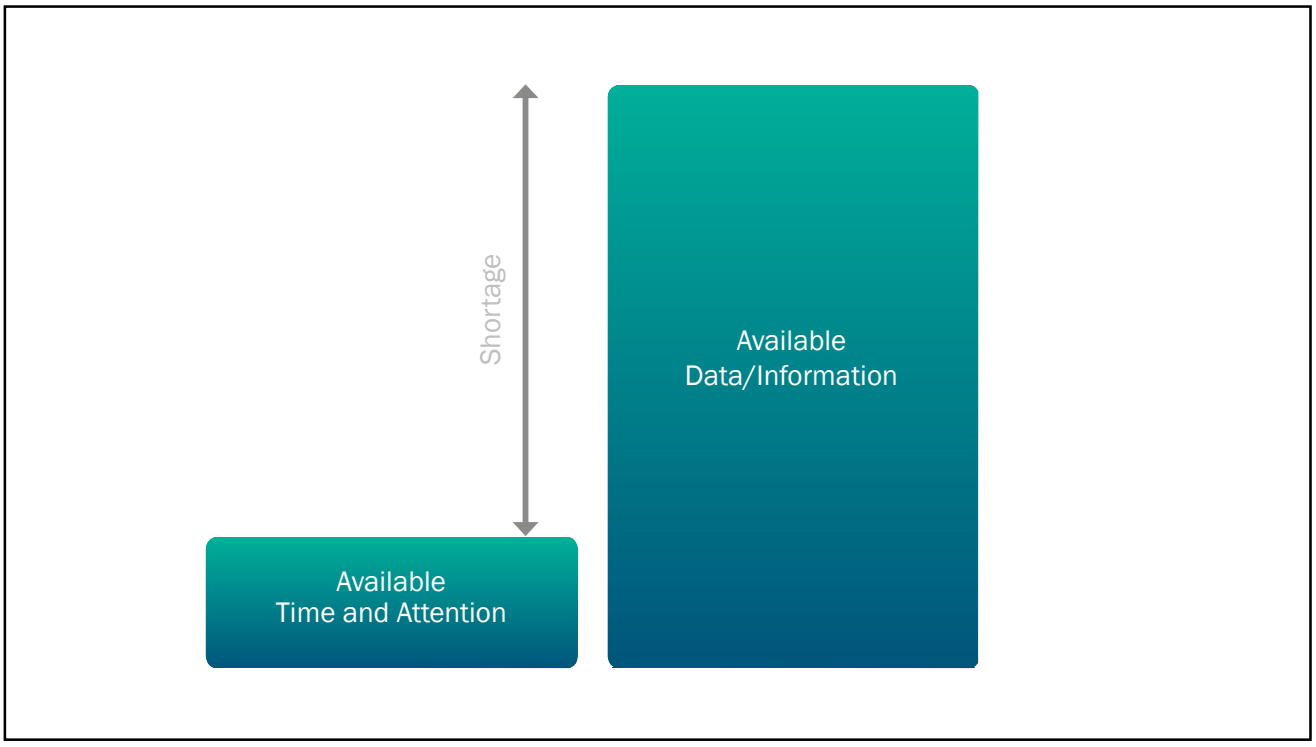
SECTION 6

Use the Right Performance MEASURES

SECTION 6

"Show me how you measure me and I'll show you how I behave"

Eli Goldratt



SECTION 6

Status Measures:

Point in time metrics –
don't show movement or progress

- Caseload sizes
- Services provided
- Activities completed

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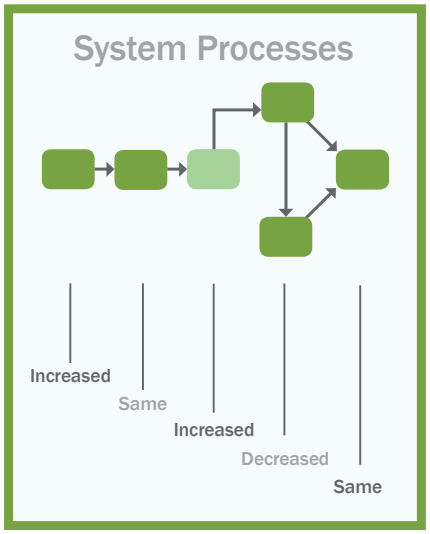
SECTION 6

Process Measures:

Focus on improving the flow and quality of work

They help us know how we are doing today

Measures often correspond to the rules of flow



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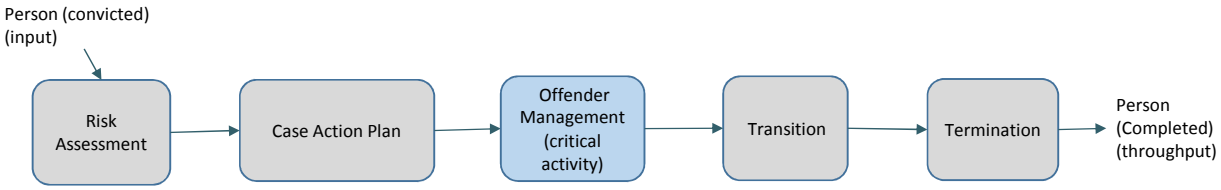


Process Measures

-% of risk assessment completed with fidelity
-% of risk assessments and CAPS completed on time
-% of CAPs that align with risk assessment

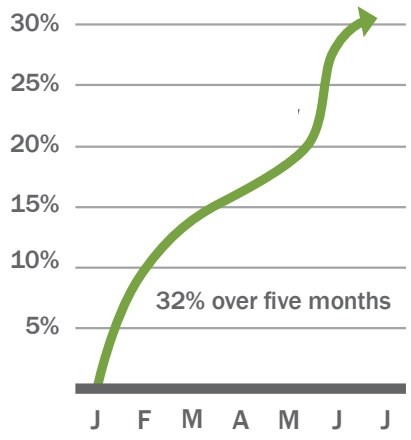
-% time spent on blue light activities (target is 80%)
-ratio of sanctions to rewards
-% consistency with standard operating procedures
-actual dosage delivered compared to planned dosage
-% green versus red status

-revocation rate
-rescission rate
-% of full kit reentry plans
-% with earned time credits
-% completing key CAP elements
-% with after care plans

SECTION 6

System measures focus on how well the overall system is performing according to:

- Throughput *(what we do)*
- Quality *(how well we do it)*
- Cost *(for the best possible price)*



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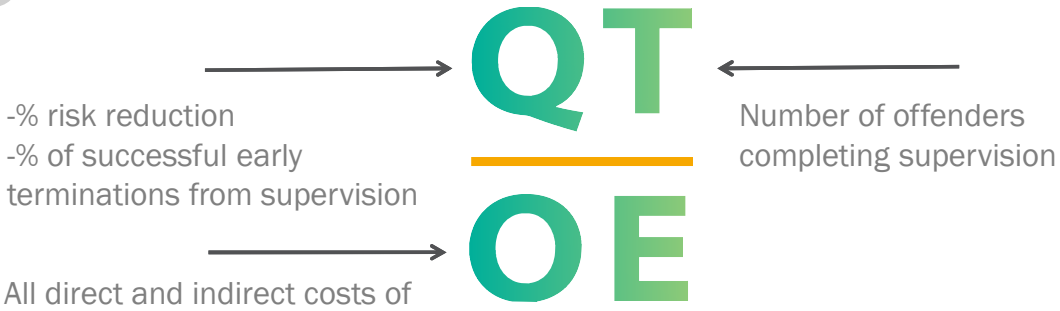
SECTION 6



Quality measures are often "leading" measures that correlate to longitudinal measures

Risk reduction and successful early terminations from supervision will reduce recidivism (longitudinal measure)

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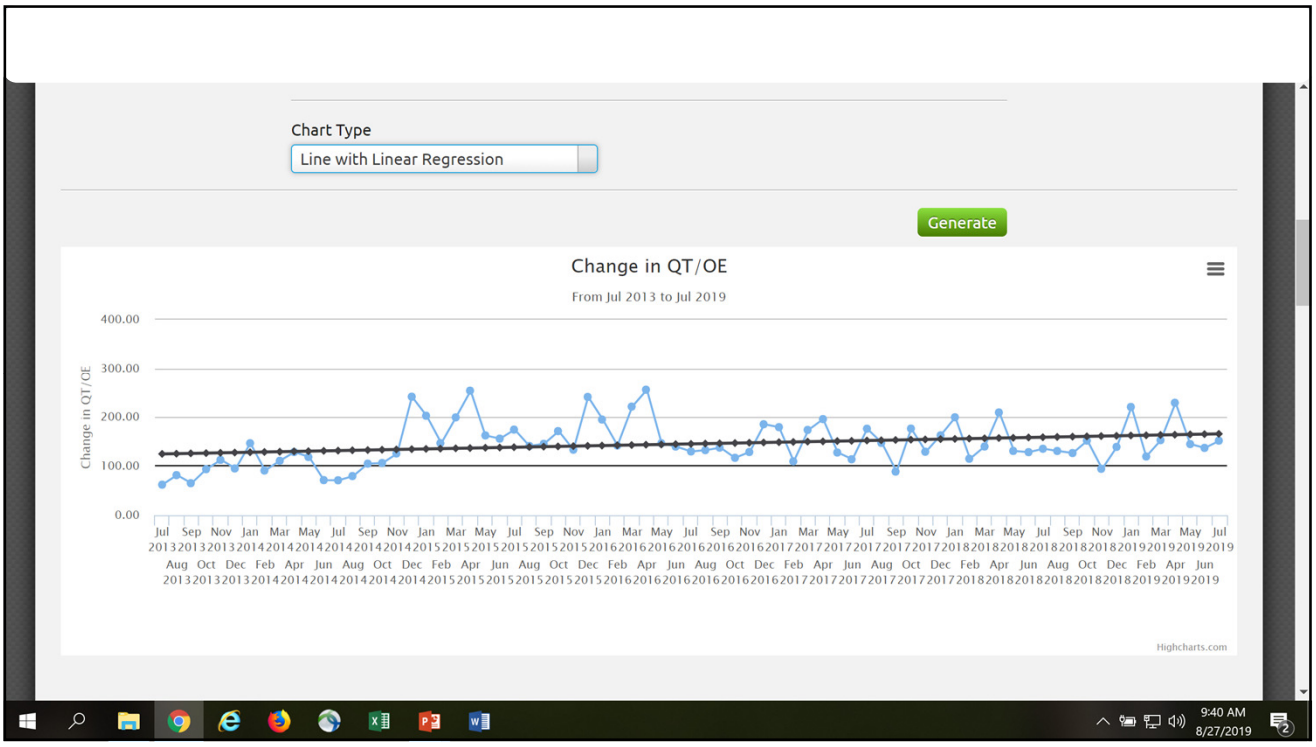

SECTION 7

Create a complete SOLUTION

(that meets all stakeholder needs)

SECTION 7

Stakeholders can help to identify obstacles or “yes buts” that could become potential roadblocks.

Overcoming obstacles help to strengthen the solution

Change Matrix – Buy In

	Making the Change (New Reality)	Not Making the Change (Current Reality)
Positives	What is the opportunity or reward for making the change?	What do I stand to lose if I make the change?
Negatives	What are the risks associated with making the change?	What are the potential negative consequences of not changing (threat)?

SECTION 8

CHANGE how the Work gets done

(by the people who do the work)

SECTION 8

Implementing the right types of "physical changes" with the people who do the work is the critical activity in improvement – without it, nothing else matters.

Physical changes are changes to the actual flow or content of work.

SECTION 8

Improvement Tool

A **project plan** maps out the tasks, priorities, responsibilities and time frames in order to implement changes quickly and effectively.

SECTION 8

Steps to Complete a Project Plan

1. Identify a project manager and workgroup that will be responsible for completing tasks and assignments
2. Use the system map to identify the tasks to design and execute the physical changes needed to implement what great looks like.
3. Combine and prioritize tasks, then assign individuals who are responsible to complete each task.
4. Determine an aggressive end date to complete the project and assign due dates for each task.

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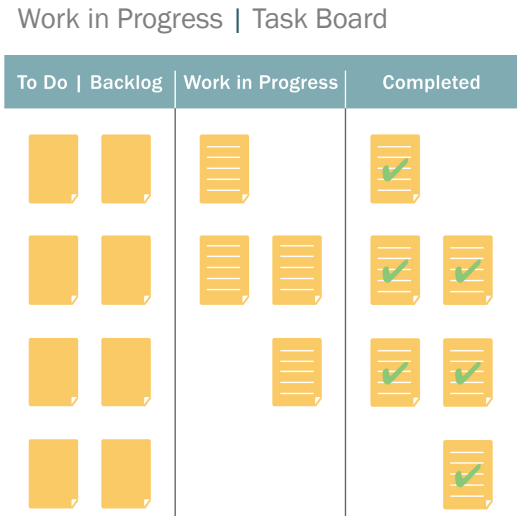
SECTION 8

Improvement Tool

A work in process (WIP) board is a project management tool that keeps track of tasks and assignments.

A WIP board is easy to set up and manage and is a visual way to show overall project status.



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SECTION 8

Re-entry System Physical Changes (Tasks)

- Set aggressive but doable target date; October 8 go live.
- Create correctional case manager position in the Institution Programming Division and Inmate Placement Program that will give staff more time to focus on helping offenders create and implement an individualized case action plan
- Develop manageable caseload volume and consistent caseload rules
- Keep the same case manager for the offender regardless of housing unit
- Maximize dosage opportunities; implement a shift schedule to provide coverage from 0800 to 2000 hours seven days a week
- Subordinate housing assignments & offender moves to programming.

SECTION 8

Re-entry System Physical Changes (Tasks)

- Build technical changes to implement milestone management in O-Track case management system
  - Set and track goals, milestones and activities
  - Wait list to track offender enrollment in treatments/classes
  - Supervisor/case manager dashboard to track progress and give early warning of delays
  - Case stuck reasons to identify and resolve service constraints
- Develop training material for physical changes including waitlist, consistent caseloads, LSRNR, case action plan and milestone management
- Train staff and implement rollout plan for October 8 go live

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Conclusion

- Start with the right mindset
- Never skip the first steps (system, goal, problem, etc.)
- Don't recreate the current system, design the perfect system
- Understand your constraint and apply the focusing steps
- Focus on the right performance measures
- Design and implement physical changes
- Monitor results and adjust design as needed

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The SUCCESS Framework
Operational Excellence Training
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